

**BY ORDER OF THE COMMANDER,  
AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND  
INSTRUCTION 10-210**

**25 JANUARY 2013**

***Operations***

**STAGE MANAGEMENT OPERATIONS**



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This instruction is a compilation of directions and procedures which enable Stage Management Operations. It applies to all personnel assigned to manage aircrew/aircraft stages by Headquarters, Air Mobility Command, including Air Force Reserve Command (AFRC) and Air National Guard (ANG) personnel. This publication applies to the Air National Guard (ANG) when published in the ANGIND 2. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>

### ***SUMMARY OF CHANGES***

This document has been substantially revised and must be completely reviewed. Changes include updates to current operations and procedures, updates to administrative procedures, office symbols, and contact information. In addition, it integrates a greater array of Intelligence and Tactics responsibilities associated with Stage Management Operations.

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## **1. Introduction**

1.1. This instruction is directive for AMC Stage Management Operations. Some situations may require deviation from the concepts listed herein. Each stage management operation will be built on the basic components that comprise AMC stage management operations, processes, and tools that are flexibly tailored to meet each mobility operation's unique mission/flow requirements. Personnel should use sound judgment while complying with applicable (AFI) 11-2MDS specific directives, concepts of operations (CONOPS), exercise directives, operations orders, and higher headquarters (HHQ) guidance.

1.2. The waiver authority for this instruction is HQ AMC/A3.

1.3. A stage operation encompasses the implementation of en route acceleration forces which increase the mission velocity of inter/intratheater airlift at "open/closed loop" locations (Attachment 1) through the use of prepositioned aircrews to maximize enterprise throughput.

1.4. Aircrew stage managers are normally required for operations consisting of more than four aircrews. "CPs/AMCCs [Command Posts/Air Mobility Control Centers] will have procedures to ensure controllers can perform stage crew management for aircrew stages consisting of four crews or less. Contingency Response forces also maintain the capability to provide stage crew management at global mobility locations for four crews or less. Additional stage aircrews will require dedicated stage management personnel and equipment.

1.5. Mobility Aircrew Stage Management personnel and equipment will be provided via the 7E1AN Unit Type Code (UTC). This package contains personnel and equipment to accomplish stage aircrew management functions. Depending upon mission requirements/scope of operations, complex stage management operations may also necessitate associate functional expertise such as Intelligence, Tactics, Aircrew Flight Equipment (AFE), and/or Combat Crew Communications (CCC). This UTC requires Expeditionary Combat Support (ECS) and Base Operating Support (BOS).

1.6. This publication intentionally excludes guidance regarding aeromedical evacuation (AE) mission capabilities, AE crew and critical care air transport team (CCATT) considerations, and planning factors relative to AE mission execution. Aircrew stage managers should contact the theater Air Operations Centers (AOC's) Aeromedical Evacuation Coordination Team (AECT) (UTC: 7FVML/M) for details regarding AE movements and for the

Aeromedical Evacuation Operations Team (AEOT) contact information. AEOT personnel (UTC: FFQNT) manage all facets of AE crew member and CCATT stage operations, and may be collocated with aircrew stage operations. Close coordination between AE and aircrew stage management is critical when synchronizing crews and coordinating mission execution details. Reference AFPD 10-29, *Worldwide Aeromedical Evacuation Operations* and AFTTP 3-42.5, *Aeromedical Evacuation* for further guidance.

## **2. Training.**

2.1. AMC Aircrew Stage Managers will complete the course titled “AMC Stage Management (PDS:X0P) NON AE”, prior to deployment. This course is located at the Advanced Distributed Learning Service (ADLS) web site (<https://golearn.csd.disa.mil>), select: *ADLS Gateway*, then *AMC Course List*, then *AMC Operations*” This course is available to AMC, AFRC, and ANG aircrew members; all 1C\* AFSCs; and USAF and AMC-Gained Contingency Response Forces.

2.2. Senior Stage Manager (SSM) Orientation. SSMs will attend an orientation/site visit at HQ AMC and 618 AOC (TACC) before initial deployment. OPR is HQ AMC/A3C (DSN 312-779-1270).

## **3. Command Relationships.**

3.1. AMC Stage Management Operations. AMC Stage Management Operations are planned/ executed by a 618 AOC (TACC) planner. When a stage location is required by 618 AOC, 18 AF/A3 will coordinate an order directing deployment and movement of stage aircrew management personnel. Upon receipt of a stage operations requirement from 18 AF/A3, AMC/A3CG will source the 7E1AN UTC, *Mobility Aircrew Stage Management*. Tasking occurs via Deliberate and Crisis Action Planning and Execution Segments (DCAPES). In a time-critical situation, tasking may be through verbal orders of the commander, but will be followed by DCAPES action.

3.1.1. HQ AMC, Expeditionary Mobility Operations Division, Global Command and Control Branch (AMC/A3CG). AMC/A3CG will make every effort to task a complete 7E1AN UTC for operating locations. The size of the operation will dictate the tasking requirement. HQ AMC/A3C may consider tasking a Lieutenant Colonel to fill the SSM position depending on nature, size, and scope of operation.

3.2. 618 AOC (TACC) Stage Managers. 618 AOC Stage Managers are highly trained/ experienced Command and Control (C2) controllers. They are sourced by and report to the 618 AOC Command and Control Directorate (XOC). For day-to-day operations, they operate in close coordination with the 618 AOC/XOZ “Senior” for mission execution and with the Global Readiness Directorate (618 AOC/XOP), Current Operations Directorate (618 AOC/XOO), and Mobility Management Directorate (618 AOC/XOB) for requirement refinement, mission planning and CONOPS development.

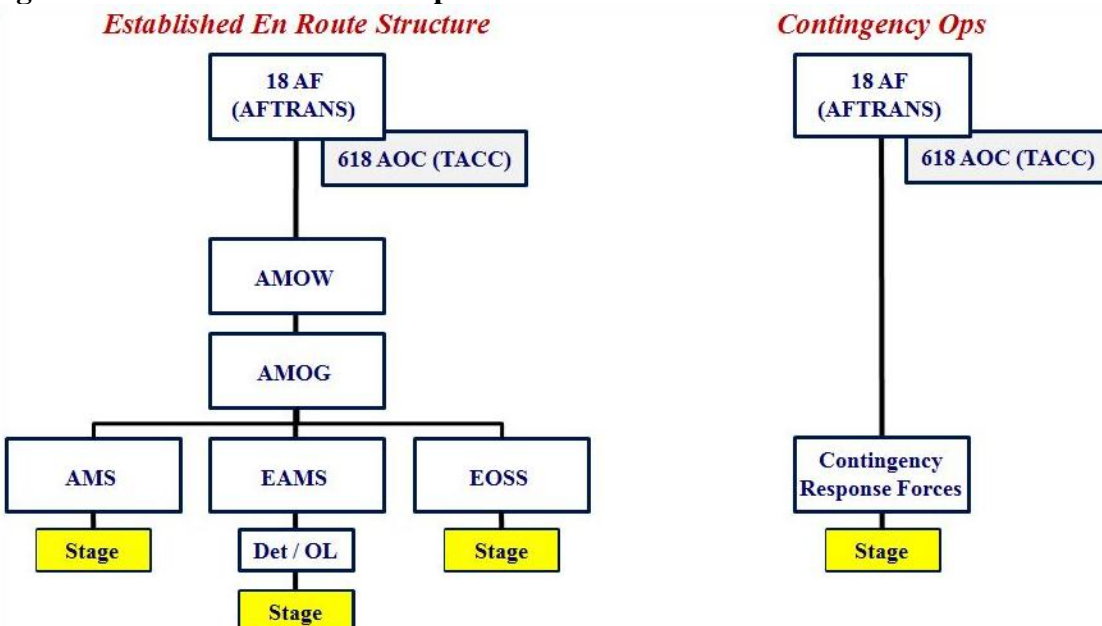
3.3. Deployed Stage Operations Personnel. At operating locations with AMC en route (Air

Mobility Operations Wing (AMOW), Air Mobility Operations Group (AMOG), Air Mobility Squadron (AMS), Expeditionary Air Mobility Squadron (EAMS), Expeditionary Operations Support Squadron (EOSS)) or Mobile C2 forces (i.e., Contingency Response Group, Element or Team (CRG/CRE/CRT)), the “Stage” functions under *specified Administrative Control* (ADCON) delegated to the senior AMC commander at the operating location. Command relationships will be defined in the 18 AF deployment order (DEPORD) and CONOPS. *Specified ADCON* may include force protection, accountability, discipline, lodging, and messing responsibilities. Operationally, the deployed SSM will report directly to the commander specified in the DEPORD. Other stage personnel will report to the SSM at the deployed location.

3.3.1. Deployed stage personnel and mission execution remain under the operational control (OPCON) of 18 AF/CC exercised through 618 AOC/XOZ. For day-to-day operations, deployed stage operations personnel interface with the 618 AOC Stage Managers for coordination and mission execution guidance.

3.3.2. Base Operating Support (BOS). BOS is normally the responsibility of the theater host and will be outlined in the contingency operational order (OPORD) and/or CONOPS. When deployed support issues or conflicts arise and cannot be resolved by the SSM, they will be worked through the designated chain of command. See Figure 1. Issues that remain unresolved will be elevated to the 618 AOC Stage Managers for assistance/resolution with 618 AOC/XOC, 618 AOC/XOZ, 18 AF/A3 and HQ AMC/A3C.

**Figure 1. Command Relationships**

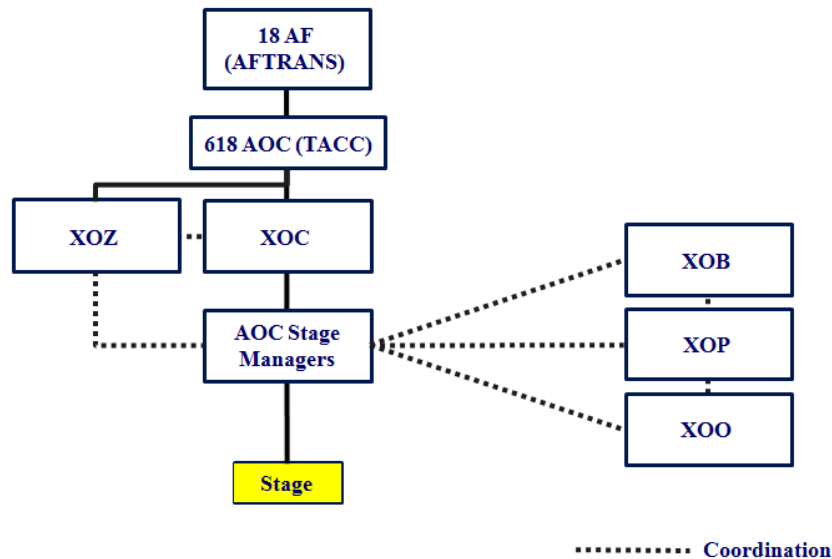


**Note 1:** Solid lines depicted in Figure 1 illustrate Specified ADCON (e.g. “care and feeding” which may include accountability, force protection, Uniform Code of Military Justice (UCMJ),

messing, lodging, etc.). The diagram does not depict full command structure, only the necessary stage interaction. (Detachment: Det; Operating Location: OL)

**Note 2:** The acronym AFTRANS = Air Forces Transportation, or 18<sup>th</sup> AF.

**Figure 2. Stage Operations Command and Control /Mission Execution Relationships**



**Note:** Solid lines depicted in Figure 2 illustrate mission execution authority for command and control decisions concerning AFTRANS aircraft and aircrews.

#### 4. Functions of the Stage Manager.

##### 4.1. 618 AOC (TACC) Stage Management.

4.1.1. The 618 AOC SSM is the single point of contact for stage operations matters in the 618 AOC (TACC). The SSM can be reached at DSN 312-779-0390, Commercial 618-229-0390. Duties of the 618 AOC SSM include:

4.1.1.1. Coordination/adjustment of deployed stage manager manning with 18 AF/A3M and HQ AMC/A3C.

4.1.1.2. Coordination/adjustment of stage size/“seed” aircrews with 618 AOC/XOB.

4.1.1.3. Advising of stage operations/aircrew impacts for various airflow courses of action.

4.1.1.4. Compilation of aircrew-related statistics/metrics from stage operating locations.

4.1.2. The 618 AOC (TACC) Stage Management staff is a mission execution support

operation and the operational link between the AOC and all stage operating locations. The 618 AOC Stage Managers will:

- 4.1.2.1. Function as the information conduit between the Senior Director (618 AOC/XOZ), the Deputy Director of Operations, and operating location stage managers.
- 4.1.2.2. Resolve aircrew-mission workload issues at the deployed stage locations and help facilitate increased mission velocity by assisting operating location stage managers to identify the most efficient use of available stage aircrews.
- 4.1.2.3. Identify and coordinate the correction of improperly calculated aircrew Scheduled Return Time (SRT) and manage all SRT, and Firm Scheduled Return Time (FSRT) limitations IAW AMCI 10-202 Volume 6, *Mission Reliability Reporting System*, AMCI 11-206, *Mobility Force Management*, and AMCI 11-208, *Tanker/Airlift Operations*.
- 4.1.2.4. Interface between 618 AOC/XOB and aircrew home station leadership when SRT/FSRT will not be met.
- 4.1.2.5. Collect and combine data from stage locations for stage reports (See Section 7). These reports will be distributed internally for 618 AOC briefings and externally to home station flying units involved in supporting worldwide stage operations.

#### 4.2. Operating Location Stage Managers.

- 4.2.1. Interact directly with aircrews to implement HQ AMC policy and procedure and 618 AOC (TACC) mission execution guidance.
- 4.2.2. Senior Stage Manager. The SSM is the focal point for all stage operations at the operating location, and is responsible for carrying out 618 AOC mission execution guidance. The SSM must ensure provisions for work space, communications, billeting, messing, transportation, etc. This may require extensive coordination prior to deploying to the operating stage location. In the event a stage is initiated at a deployed location lacking existing en route AMCC or C2 facilities, the SSM should make contact with leadership from the in-place/deploying Contingency Response (CR) force.
  - 4.2.2.1. The SSM should be previously qualified in the Mission Design Series (MDS)/aircraft platform operated in the stage. The SSM may also be filled by a qualified stage manager assigned to an AMC-gained CR force. In the event of multi-MDS stages, consideration should be given to the SSM being from the MDS with the preponderance of airflow.
  - 4.2.2.2. The SSM will develop a continuity binder for follow-on stage managers. Continuity binders will contain special interest items and other information

deemed necessary and important by 618 AOC Stage Managers and the operating location SSM.

4.2.2.3. If CR forces are present, the SSM will ensure stage personnel, equipment, and a daily operational summary are included in the CR Deployed Personnel and Equipment Report and Situation Reports (SITREP).

4.2.3. Duty Stage Manager (DSM). DSMs are direct representatives of the 618 AOC (TACC) to aircrews in the mobility system. They will perform stage management duties, to include establishing stage crew priority and posture, setting Legal for Alert (LFA) and Legal for Bravo (LFB) times, arranging transportation, directing aircrews to storage locations/facilities, briefing crews, and rendering other aircrew ground support services. DSMs are also responsible for recording, compiling and reporting aircrew-related information to the 618 AOC Stage Managers via the Operating Location Stage Report (Section 7.1.1.).

4.3. Rated Stage Personnel. Rated stage personnel should endeavor to maintain basic flying currencies and may also provide DNIF (Duties Not Involving Flying) aircrew coverage. All stage manager flying activity is at the discretion of the SSM and in coordination with the en route command structure. En route stage operation mission execution duties are the priority and must be the primary consideration before flying currency maintenance.

4.3.1. As adequate opportunity may not exist for active aircrew members to perform frequent and regular flight activity and maintain currency when assigned to stage management duties, all members tasked to deploy in excess of 90 days will be assigned Flying Status Code (FSC) K (Inactive-Lack of Support Capability-Restricted) IAW AFI 11-401, *Aviation Management*. When assigned FSC K, deployed stage operations personnel are not authorized to fly on aircrew orders.

4.3.2. FSC K assignment for the period of deployment is eligible for Operational Flying Duty Accumulation (OFDA) waiver consideration.

## **5. Stage Operations Roles/Responsibilities.**

5.1. HQ AMC/A3C will source deployed stage management personnel in coordination with AMC/A3O (Functional Manager, wing-level rated manpower). AMC/A3O will identify unit current tasking levels for A3C's use in determining their sourcing solution. AMC/A3C will source operating location stage managers at least 90 days prior to required in-place date, if possible.

5.1.1. The Air Reserve Component (ARC) maintains a significant source of experienced stage managers. Contact AFRC Force Generation Cell or National Guard Bureau (NGB) Readiness Center for assistance to source 7E1AN requirements.

5.2. 18 AF/A3M Mission Support personnel conduct requirements planning with the 618 AOC and assist CONOPS and DEPOD development in support of United States

Transportation Command (USTRANSCOM) validated strategic airlift missions.

5.2.1. 618 AOC/XOP and/or 618 AOC/XOO will determine when and where to establish stage operations.

5.2.1.1. Planners should consider the following when establishing/planning emerging stage operations: expected airflow, number of seed crews, alert posture, SRT/crew cycle time, crew composition (basic vs. augmented), and aircraft/crew positioning/depositioning.

5.2.1.2. Planners will ensure coordination with 18 AF/A3 to determine personnel sourcing based on mission requirements.

5.2.2. 618 AOC/XOB will source aircrews and aircraft for stage operations in coordination with 618 AOC/XOP or XOO requirements.

5.2.2.1. 618 AOC/XOB will assess aircrew commitment rates and current/projected wing tasking levels. XOB will task wings for stage crews and determine SRT lengths as appropriate.

5.2.2.2. Normally, seed crews will not arrive at the designated operating location until the stage management support is in place. Advanced coordination is required with airflow planners for temporary management of aircrews pending stage manager arrival. Mission requirements may dictate that stage managers and aircrews arrive simultaneously.

5.2.2.3. 618 AOC/XOB, in coordination with 618 AOC Stage Managers, will approve stage aircrew (seed, inbound, outbound) manning levels. XOB provides guidance for crew release based on wing tasking levels.

5.2.3. 618 AOC Stage Managers will coordinate with 618 AOC/XOZ and XOB before releasing stage aircrews with excessive utilization time remaining prior to SRT.

### 5.3. Operating Location Stage Managers.

5.3.1. SSMs will attend a HQ AMC Senior Stage Manager Orientation/Site Visit hosted by AMC/A3C prior to assuming the operating location SSM position. SSMs should contact AMC/A3CG (DSN 312-779-1270) and 618 AOC SSM (DSN 312-779-0390) when selected for duty.

5.3.2. Prior to departing home station, all stage managers will:

5.3.2.1. Review and understand the CONOPS for the contingency or exercise, 11-2MDS series directives (crew rest, alerting, deadheading, Flight Duty Period (FDP), Crew Duty Day (CDD)), expected airflow, size of the stage (seed aircrews), hours of operation, and host-base/available support for stage



operations.

5.3.2.2. Contact the Unit Program Account Manager (UPAM) to obtain the appropriate systems accounts and accesses (e.g., Global Decision Support System (GDSS), Enterprise Information Management (EIM), etc.). Where applicable, account permissions must include the “Stage Manager” role as the ability to pull workloads, itineraries and Integrated Flight Manager (IFM) packages is critical. If the stage manager already possesses an account, ensure the account is active and passwords are current. Contact the GDSS help desk (DSN 312-576-4949) or visit the website (<https://gdssams.maf.ustranscom.mil/gdss2web/>) for assistance.

5.3.2.3. Review cyber-focused threat to their mission at the operating location. Adversary Cyber threats and Tactics, Techniques, and Procedures (TTPs) can be obtained via Intelligence channels. Subsequent OPSEC and INFOSEC precautions will then be taken in all forms of electronic communication to and from the operating location, to include use of personal electronic devices (i.e. Cell phones, computers and iPads).

## **6. Operating Location Stage Procedures.**

6.1. Senior Stage Managers will complete the Stage Manager’s Setup Checklist (Attachment 3) to ensure the following items are available/coordinated:

6.1.1. Workspace and aircrew flight planning area. Stage managers should be collocated with but physically separated from any local AMC command and control function.

6.1.2. Secure/Non-secure telephone communication. Systems should be capable of contacting all host-base agencies and have DSN capability. Secure communications/data transmission and data fax capabilities may be required and, if not available in an existing C2 organization, are available in the 7E1AN UTC.

6.1.3. Network access and support (NIPR, SIPR, Broadband Global Area Network (BGAN), etc.) for transmission of reports. Secure communication, if required, must be provided by the host-base, en route, or deployed contingency response force.

6.1.4. Billeting for stage operations personnel and aircrews. IAW Joint Federal Travel Regulation and AFI 34-246, *Air Force Lodging Program*, billeting will provide effective crew rest and meet Air Force standards for aircrew lodging. The SSM should attempt to procure the most suitable crew rest facilities available. Quarters should be of sufficient quality to provide adequate rest and security for all personnel. In some cases, field conditions may be the best available.

6.1.4.1. Whenever possible, field conditions and open bay barracks should be avoided for aircrews due to adverse impact on crew rest.

6.1.5. Medical facilities. Locate nearest suitable medical facility for Flight Surgeon and emergency services. This should be coordinated with AMC medical planners during initial planning for stage operations.

6.1.6. Messing/In-flight meals. 24-hour messing capability may be necessary in the event of 24-hour operations.

6.1.7. Transportation. Timely response and rapid transportation for arriving/alerted stage aircrews is essential to maintaining mission velocity. Consider the expected airflow to determine number of vehicles and drivers required. Contact local transportation agency to determine their ability to support planned airflow. If necessary, contact the approved local contracting agency to obtain commercial transportation.

6.1.8. Storage for weapons, classified materials, mobility bags, aircrew flight equipment, and aircrew pro-gear.

6.1.9. Appropriate worldwide Flight Information Publications (FLIP). AMC FLIP account managers (HQ AMC/A3A) may be consulted to establish an account for a deployed stage location or to determine the nearest suitable provider.

6.1.10. Procedures for filing flight plans.

6.1.11. Aircrew In/Out-Processing Checklists. See Attachment 4.

6.1.12. Aircrew Stage Brochure. See Attachment 5.

6.2. Duty Stage Managers. DSMs perform most of the daily stage operation tasks. Duty Stage Managers will:

6.2.1. Ensure the 618 AOC Flight Managers/Mission Planners are aware of particular requirements for the transmission of the flight plans, to include e-mail address and fax number.

6.2.2. Establish stage posture. Set LFA or LFB times in accordance with applicable 11-2MDS series directives, OPORD, or current command directives.

6.2.2.1. Bravo Alert provides management flexibility for unscheduled requirements, but it is not intended to replace sound stage crew management.

6.2.2.2. Judicious use of limited numbers of aircrews set LFB is both allowed and recommended when situations dictate and appropriate coordination/approval is obtained from 618 AOC Stage Managers. This can range from blanket Bravo to no crews on Bravo. The duration of the Bravo window may vary. Bravo policy is IAW 11-2MDS series directives or as modified by HHQ.

6.2.3. Develop a crewflow plan covering the next 48-72 hours. When applicable, match

the most appropriate aircrews to anticipated requirements while adhering to established stage priorities. Manage aircrews with the following priority:

6.2.3.1. Aircrews requiring an emergency return to home station.

6.2.3.2. Crew SRT, if within 48 hours of SRT.

6.2.3.3. Crew arrival time. Use First In, First Out (FIFO) to the maximum extent possible. Depending upon HHQ policy, strict adherence to FIFO may be modified in certain circumstances (i.e. maintaining aircrew directional flow, Operational Risk Management (ORM), and special mission requirements).

6.2.3.4. Match returning wing aircraft with corresponding crews. When the airflow allows, match depositing aircraft and aircrews to their home stations. Always seek approval via 618 AOC Stage Managers to ensure proper coordination for airflow deviation and early aircrew release.

### 6.3. Procedures for Inbound Aircrews:

6.3.1. Prior to arrival, obtain estimated block time, crew composition, qualification and mission number. Block time and mission number are normally passed to the C2 agency by the inbound aircrew. Observe Operations Security (OPSEC). Crew composition and qualification is published on the flight orders and should be available from GDSS, the previous station's C2 agency, or the aircrew's home station.

6.3.1.1. OPSEC material is unclassified, but sensitive, information valued by the enemy for its Intelligence content. Sources include operational or procedural indicators inherent to the planning and conduct of operations. Hostile agencies will exploit any and all of these sources to their advantage. The proper handling of unclassified, but sensitive, information is everyone's responsibility. OPSEC procedures must also be kept in mind when transmitting/communicating all unclassified information. Examples of material that must be handled using proper OPSEC procedures: personnel rosters, operation(s) nicknames, mission/flight data, work schedule rosters, FOUO information, and any document containing Personal Identifiable Information (PII). Stage personnel must comply with AMC and stage location OPSEC procedures. As a guideline for defining sensitive information refer to the AMC, 618 AOC (TACC) and Theater of Operations Critical Information Lists (CIL). Review OPSEC guidance in the CONOPS, DEPORD, and other Stage documentation. If additional information is required, contact the theater AOC or 618 AOC (TACC)/XOOI.

6.3.2. Plan LFA/LFB-time based on outbound mission requirements. Incorporate applicable 11-2MDS series directives or HHQ policies to determine LFA times.

### 6.4. When aircrews arrive:

6.4.1. Complete aircrew in-processing checklist (Sample at Attachment 4).

6.4.1.1. Identify limiting flying times (56/7 or 30/60/90) for each crew IAW AFI 11-202V3, *General Flight Rules*, Chapter 9. Identify additional limiting factors that may affect mission assignment.

6.4.1.2. DSMs will ensure maintenance debriefing is conducted at the termination of each sortie/mission or when a sortie/mission is aborted. Aircraft scheduled for turn-around sorties/missions need not be debriefed if returned in landing status Code 1 or 2. However, debriefing is required, regardless of landing status, after the last flight of the day for each aircrew.

6.4.2. Facilitate in-processing with Personnel Support for Contingency Operations (PERSCO) and/or host nation customs (if required).

6.4.3. Brief local procedures. If necessary, the briefing should include situation update, local OPSEC information, transportation, meal availability, local customs/courtesies, weapons storage, classified storage, billeting, and any other pertinent items.

6.4.4. Establish LFA/LFB time. If no requirement exists to set the crew LFA/LFB, the crew will be placed in Charlie Alert status until a requirement is identified.

6.4.5. Brief the expected outbound mission or alert requirement (if known).

6.5. Procedures for Departing Aircrews.

6.5.1. Complete aircrew out-processing checklist (Attachment 4).

6.5.1.1. Maintain a copy of aircrew orders, ORM worksheet and checklists for minimum of 60 days after crew departure or until the completion of stage operations. Records may be maintained either by hard copy or via electronic media, IAW AFMAN 33-363 *Management of Records*. Ensure backup if electronic media is used.

6.5.1.2. Operational Risk Management. IAW AMCI 90-903 *Aviation Operational Risk Management Program*, risk management should be a fully integrated part of planning and executing every mission or sortie. At en route stage locations, aircrew stage managers will actively assess and mitigate risk for transient stage aircrews.

6.5.1.2.1. IAW AMCI 90-903, Section 5.2.1.2.1.2. "If the C2 function is used, then C2 will complete the Tier 3/SQ column of the ORM worksheet when possible and mitigate identified risks prior to crew alert. Examples would include; ... stage managers .... If the C2 function is not capable of scoring the Tier 3/SQ column, then the column will remain blank."

6.5.1.2.2. In a dynamic en route environment, stage manager oversight/

situational awareness is critical to fusing emerging requirements and aircrew feedback in an attempt to mitigate increasing risk. Specific to Stage Management Operations and the MAF Mission Aviation ORM worksheet, stage aircrew managers will review all applicable/known risk factors for changes and will make specific Tier 3 input on the worksheet at Block 26/27 (Hrs Spent Legal for Alert/Alert Resets). Stage aircrew managers actively mitigate identified risk and pursue optimized crew usage by balancing first-in/first-out and SRT management with the necessity to reprioritize crew alerts. When unable to locally mitigate risk, stage aircrew managers should seek guidance from 618 AOC Stage Management and 618 AOC/XOZ.

6.5.1.2.3. Approval Authority (618 AOC (TACC)–owned missions). Should elevated Tier 4 (Aircrew) risk assessments necessitate additional ORM approval, signature will be sought by the aircraft commander via 618 AOC (TACC) IAW AMCI 90-903, Table 2. Stage aircrew managers do not fall within the approval chain.

6.5.2. Facilitate local PERSCO out-processing and/or host nation customs (if required).

## **7. Reports.**

7.1. The 618 AOC (TACC) and Operating Location Stage Managers produce a variety of reports which may include but are not limited to the: Operating Location Stage Report, Stage Status Report, and Stage Assets Report (by Operating Location or Home Unit). 618 AOC Stage Management is the process owner for stage operating location reporting.

7.1.1. Operating Location Stage Report. This report should be submitted twice daily to 618 AOC Stage Management by operating location stage managers. The report (template at Attachment 6) tracks aircrews and aircraft transiting an en route location and will include status of each crew (Legal for Alert, Legal for Bravo, Charlie status, or DNIF), planned stage airflow, and history of crews that have departed the stage. Operating location stage managers will not alter the report format. Additional data may be required at the direction of the 618 AOC Stage Managers.

7.1.2. Stage Status Report. This report will be generated by 618 AOC Stage Management using data collected via the Operating Location Stage Reports. This report provides an analysis of stage end strength as compared to the planned seed level. Furthermore, it will include the number of additional aircrews and aircraft required, stage bed-down (actual aircraft and aircrews currently on the ground) information, and a remarks section. The remarks section will include brief explanations for any differences between planned and actual numbers, DNIF crews, and unresolved aircraft maintenance issues.

7.1.3. Stage Assets Report. This report will be generated by 618 AOC Stage Managers using data collected via the Operating Location Stage Reports. Reports are for

distribution to home station units by 618 AOC Stage Managers depicting stage assets “By Unit” and “By Location.”

7.1.4. Additional Reports. The quantity and content of reports may vary depending on the operation. Requests for additional reports or modification of the reports will be coordinated through 618 AOC (TACC) Stage Management in conjunction with 618 AOC /XOC, 18 AF/A3, and AMC/A3C.

7.2. Based on information gathered from report submissions, operating location SSMs should continually evaluate operations at that location and make appropriate recommendations for optimization.

7.3. Upon completion of operations or individual deployment tour, each operating location SSM will forward an After Action Report (AAR) to 618 AOC Stage Management and designated en route command oversight/leadership. 618 AOC Stage Managers will distribute this report to 18 AF/A3 and AMC/A3C for continuity. Use the template outlined in Section 7.3.1. for AAR format. IAW AFI 90-1601 *AF Lessons Learned Program*, SSMs will ensure AARs are posted to the Joint Lessons Learned Information System (JLLIS), <https://www.jllis.mil/USAF/>. JLLIS has an email function suitable for disseminating AARs to appropriate offices such as 618 AOC (TACC).

7.3.1. After Action Report should include the following at a minimum:

7.3.1.1. Subject: Operation Name, Unit, followed by "After Action Report."  
Example: *ETAR Stage Management Operations End of Tour/After Action Report.*

7.3.1.2. General Description: Short description of the operation, including general statements of the scope and purpose. Include an Executive Summary in this block if necessary.

7.3.1.3. Dates: As a minimum, dates of actual operations or SSM tour dates. Paragraph will also include deployment, employment, redeployment, or other significant dates.

7.3.1.4. Location of Operations: A short but meaningful list of actual location of operations (include remotely managed sites). Primary on/offload, en route and/or stage locations should be included.

7.3.1.5. Objectives: A short but meaningful list of operational objectives.

7.3.1.6. Operational Accomplishments: Mission execution summary, detailing significant operations, operational impact, crew and cargo totals, and missions launched.

7.3.1.7. Lessons Learned: Specific operational challenges/limitations. Include identified best practices and/or recommendations for issue resolution/mitigation. Reference AFI 90-1601 for Observation or Lesson Learned Template. Contact local Wing Lessons Learned POC or AMC/A9L ([amclessonslearned@scott.af.mil](mailto:amclessonslearned@scott.af.mil)) for assistance in writing observations and recommendations as well as entry into the Joint Lessons Learned Information System (JLLIS).

7.3.1.8. AAR POC: AAR writer's Name, Duty Title, Office Symbol, Duty Location, Commercial/DSN phone numbers, and email.

## **8. Associated Functional Relationships.**

### **8.1. Intelligence**

8.1.1. General. Aircrews operating from stage locations will require intelligence support to effectively execute both intra- and intertheater missions. Accurate, timely, and fused intelligence analysis of threat capabilities and intentions is critical to strategic, operational, and tactical level planning. Integration of intelligence and tactics must take place throughout the entire process of mission planning. In order to foster integration and communication, intelligence and tactics offices will be collocated to the maximum extent possible.

#### **8.1.2. AMC Stage Intelligence Responsibilities:**

8.1.2.1. Each AMC Stage organization, AMOW or Air Expeditionary Group (AEG), will have a Senior Intelligence Officer (SIO) who will report directly to the commander (AMOW/CC or AEG/CC). The AMOW or AEG SIO will be responsible for ensuring all intelligence personnel assigned to support stage operations adhere to AFI 14-202V3, General Intelligence Rules, and applicable 14-2MDSV3 series. In cases where new stage locations stand up, the stage Intel personnel will report to either the theater AMOW SIO or the AEG SIO, scenario dependent. The SIO will be responsible for all intelligence personnel assigned to the AMOW/AEG. Intelligence personnel geographically separated from the SIO will report to the AMS, EAMS, or EOSS Commander.

8.1.2.2. The SIO will provide oversight of unit intelligence personnel, ensuring standardization among wing/group intelligence products and coordination with tactics personnel as appropriate. The SIO will also work closely with the AMC/A2 staff, coordinating threat analysis and reporting issues, as well as requirements for systems integration management.

8.1.3. Stage intelligence personnel will support 24/7 flying operations IAW theater directives. Timely, accurate threat information will be used to safeguard aircrews, and unit intelligence personnel will place special emphasis on threat analysis, crew briefings/debriefings, and event reporting. Specific stage intelligence responsibilities will include:

8.1.3.1. Performing appropriate research, analysis and dissemination of all incoming information and intelligence. Intelligence must include cyber-specific threats and subsequent adversary TTPs. Intelligence personnel will analyze impact on the unit's mission and rapidly disseminate significant intelligence to (as applicable) aircrew/operators, mission planning personnel, subordinate and lateral units, higher headquarters and other appropriate agencies.

8.1.3.2. Ensuring all crews receive pre-mission briefings IAW the MDS-specific AFI 14-2 volumes.

8.1.3.3. Ensuring all missions are debriefed and all events are reported IAW the Mobility Air Force Intelligence Reporting Directive (MIRD). Crew debriefings will follow applicable 14-2MDSV3 checklists. Intelligence personnel will report all relevant events via MISREP within appropriate timeliness standards per the MIRD and theater directives.

8.1.4. AMC/A2FR Deployments and Readiness office (DSN 312-779-4574/4729 or NIPR [amc.a2fr.dr@scott.af.mil](mailto:amc.a2fr.dr@scott.af.mil), SIPR [amc.a2fr@scott.af.smil.mil](mailto:amc.a2fr@scott.af.smil.mil)) is responsible for tasking stage intelligence personnel. The primary UTC that will be tasked is the PF3M1 (1 x 14N3 officer, 1 x 1N051 enlisted) as part of a lead package. If additional personnel are required based on mission requirements, either another PF3M1 or PF3M2 (1 x 1N071, 1 x 1N051) will be tasked depending on the grade/AFSC mix desired. If Intelligence equipment is required, AMC/A2FR will task a PFMAH (pare/tailored at unit discretion). If stage intelligence personnel are deployed to a location with no SIPR connectivity, a PFMAK UTC (Deployable Intelligence System Kit – INMARSAT or BGAN in the future) may be tasked as required.

8.1.5. Intelligence personnel will provide PR Operational Support IAW AFI 16-1301, Survival, Evasion, Resistance, And Escape (SERE) Program, AFI 14-202 V3, and the appropriate AFI 14-2MDS V3's. All PR Operational Support responsibilities for SERE, AFE, and Intelligence personnel will be delineated in writing at each stage location. All Intelligence personnel providing PR Operational Support must be S-V80-A graduates, IAW AFI 16-1301.

## 8.2. Tactics

### 8.2.1. AMC Stage Tactics Manning:

8.2.1.1. Each AMC Stage organization, AMOW, AEG, or EOSS will have a senior tactician (ST) who will report directly to the commander (AMOW/CC, AEG/CC, or EOSS/CC). The ST will be responsible for all wing or group tactics processes documented in AMCI 11-207, *Command Weapons and Tactics Program*, and all stage tactics personnel will report to the ST.

8.2.1.2. AMC/A3OO Current Operations Branch office (DSN 779-3997/3966 or



NIPR amc.a33@us.af.mil, SIPR amc.a33@amc.af.smil.mil SIPR amc.a33@amc.af.smil.mil) tasks stage tactics personnel on behalf of AMC/A3D. The primary UTCs to be tasked are XMCA3 and XMCA4 (Airlift) or XMCT4 (Tankers), depending on the type of stage being supported. The stage tactics office will be manned with adequate personnel to support 24/7 flying operations IAW theater directives.

8.2.1.2.1. The ST of a stage tactics office should be a Weapons Officer (WO). If not a WO, the ST will be a graduate of Combat Aircrew Tactics School-Mobility Electronic Combat Officer Course (CATS-MECOC) and an instructor. The ST must be current and qualified in the airframe that is primarily supported by the stage. The ST must have recent operational experience (within 6 months) in the supported theater/Area of Responsibility (AOR)/environment.

8.2.1.2.2. Additional tactics manning should consist of fully current and qualified aircraft commanders with previous tactics expertise (at home/deployed unit) and recent operational experience (within 6 months) in the supported theater/AOR/environment. Additional stage tactics members should have completed Basic Aircrew Tactics Studies (BATS) training, but at a minimum, will be enrolled in BATS.

8.2.1.2.3. AMC/A3OO, AMC/A3D and the tasked wing will coordinate waivers prior to AMC/A3OO tasking through DCAPEs.

8.2.1.3. The ST will provide oversight of unit tactics personnel, ensuring standardization among wing/group/AOR tactics products and coordination with intelligence personnel as appropriate. The ST will also work closely with the AMC/A3DT staff, coordinating threat analysis and risk mitigation management using appropriate airfield matrix guidance.

## 8.2.2. AMC Stage Tactics Responsibilities:

8.2.2.1. To foster integration and communication, tactics and intelligence offices will be co-located to the maximum extent possible. As a minimum, stage tactics personnel will provide aircrews transiting their stage a tactics brief during the alert sequence. Tactics briefings will be coordinated and integrated with the aircrew intelligence briefing and tactics will attend the intelligence portion of the briefing. Additionally, if the aircrew is filing a MISREP, stage tactics personnel will attend the debriefing.

8.2.2.2. Stage tactics should follow all appropriate tactics documents when organizing, equipping, manning, building, and executing stage tactics functions. Stage tactics will maintain at a minimum electronic copies of the following: AFTTP 3-1. *General Planning*; AFTTP 3-1. *Threat Guide*; AFTTP 3-1.MDS and

AFTTP 3-3.MDS (for supported airframes); AMC OPORD; AMCI 11-207; and all appropriate theater guidance.

8.2.2.3. Stage tactics offices will focus their attention on Air Tasking Order (ATO)/Airspace Coordination Order (ACO)/Special Instructions (SPINS), Giant Reports, Notices to Airmen (NOTAMS), AOR specific products, etc. for aircrews flying missions into the AOR from the Combat Entry Point to the Combat Exit Point. The Digital Tactics Binder (DTB) is an efficient way of managing and presenting the most current mission related information to aircrews. All stage tactics shops will be capable of updating a DTB if requested by the aircrews. If stage operations are being conducted within an AOR managed by an AOC, it is essential the mission information provided to stage aircrews matches AOR developed products. The following information should be produced by Stage Tactics in conjunction with Stage Managers and mission planners deployed in support of stage operations.

8.2.2.3.1. Air Tasking Order (ATO). Extract information for stage aircrews flying into the AOR. Weapons and Tactics Officers need to have contact with the AOC to ensure stage missions are incorporated into the ATO.

8.2.2.3.2. Airspace Control Order (ACO). It is essential aircrews understand the airspace structural procedures and applicable restrictions before flying into the AOR. If airspace procedures significantly differ from Federal Aviation Regulations (FARs) or International Civil Aviation Organization (ICAO) Standard and Recommended Practices (SARPs), stage aircrews must understand the differences.

8.2.2.3.3. Special Instructions (SPINS) Information. Extract relevant data for stage aircrews. Stage aircrews must understand applicable sections related to airlift operations, command and control, communications, defensive system employment, airspace, and personnel recovery.

8.2.2.3.4. Flight Plans, Charts, Notice to Airmen (NOTAMS), and Weather (WX). Weapons and Tactics officers will work in conjunction with Stage Managers to ensure these duties are evenly distributed.

8.2.2.3.5. Airfield Information. This includes information on the most likely landing airfields. Include runway imagery or airfield diagrams at a minimum.

8.2.2.3.6. Runway information, terrain, bullseye information, Risk Assessment Database (RAD) information, Giant Reports, Landing Zone (LZ) surveys, avoid areas, and no-fly areas. Weapons and Tactics Flights

should review and brief any pertinent Terminal Instrument Procedures (TERPS) information to aircrews.

8.2.2.3.7. Communication Information. This should include communication cards, expected frequencies, brevity codes, C2 and en route reporting procedures and frequencies.

8.2.2.3.8. Slot Times and Cargo Frags (verify this information has been provided by the Stage Managers).

8.2.2.3.9. Threat Information. In conjunction with stage intelligence personnel, determine and obtain all air, ground, sea, space and information threats of relevance to the required mission from all attainable sources and assist Intelligence personnel in ensuring all aircrew members receive threat briefs and updates. Stage tactics will aid the aircraft commander in determining the appropriate tactics, techniques and procedures to mitigate threat and minimize risk. This information should include primary and divert airfields, air refueling tracks, and high threat areas where aircrews may be required to fly.

8.2.2.3.10. Lessons Learned Read File. This read file should include lessons learned concerning ground, en route, communication and airfield operations/procedures as well as employment versus AOR threat systems. This should be kept readily available for Weapons and Tactics officers and aircrew members.

8.2.2.4. Deployments to stage tactics positions are inherently a non-flying deployment; however, stage tactics personnel may perform AOR site visits and operational assessments on Mission Essential Personnel (MEP) orders. These missions will be accomplished based on mission need or as requested by HQ AMC or 618 AOC (TACC). All flying operations by stage tactics personnel will be approved by the commander of the stage organization (AMOW/CC, AEG/CC, EOSS/CC, or the SSM). MEP approval will be sought from 618 AOC/XOZ (Senior Controller) IAW AFI 11-401.

### 8.3. Aircrew Flight Equipment (AFE)

8.3.1. General. AFE personnel supporting AMC Stage Operations will be aligned under the applicable en route structure.

8.3.1.1. AFE Management, AMC/A3TL, (DSN 312-779-3616/2776 or NIPR [AMC.A3TL@amc.af.mil](mailto:AMC.A3TL@amc.af.mil), SIPR [AMC.A3TL@amc.af.smil.mil](mailto:AMC.A3TL@amc.af.smil.mil)) is responsible for tasking stage AFE personnel. The primary UTC that will be tasked is a 9AL\* series package. If additional personnel are required, coordination will be made with the AMC AFE tasking Functional Area Manager (FAM) for desired grade/AFSC mix. If AFE equipment is required, A3TL will task accordingly.

8.3.1.2. Each stage operation will have an AFE NCOIC. The AFE NCOIC will report directly to the senior AMC commander (AMOW/CC, AEG/CC, or EOSS/CC) at that location. The AFE NCOIC will be responsible for all stage AFE processes and should work specified ADCON issues through their en route chain of command (as outlined in the CONOPS and/or DEPORD). AFE issues will be coordinated through the home station Superintendent. Unresolved issues will be forwarded to HQ AMC/A3TL.

8.3.1.3. Deployed AFE personnel will exercise responsibilities outlined in AFI 11-301 Volume 1, *Aircrew Flight Equipment Program*, and applicable supplements, technical orders, and operating instructions.

#### 8.3.2. AFE NCOIC Responsibilities:

8.3.2.1. Ensure adequate funding is available to support the AFE program and ensure the establishment of equipment/supply accounts to manage equipment items and conduct proper maintenance. Resolve problems through the local en route/deployed command structure.

8.3.2.1.1. Coordinate with home station and deployed units to ensure appropriate equipment and supplies are available.

8.3.2.2. Ensure redeploying AFE personnel complete turnover duties with inbound personnel. Utilize NCOIC turnover checklist (see AFI 11-301). This checklist can be tailored to each specific deployed location.

8.3.2.3. Ensure UTC manning requirements are met at each stage location.

8.3.2.4. Monitor electronic technical order program and distribute technical order changes as required.

8.3.2.5. Forward all messages from AMC/A3TL as required.

8.3.2.6. Ensure deployed personnel comply with this instruction.

8.3.2.7. Inform the applicable command structure of all situations that affect AFE operations.

8.3.2.8 Complete after action/trip reports and forward to AMC/A3TL for review.

8.3.2.8.1. The trip report should include observations, limiting factors, lessons learned, recommendations and achievements while participating in deployed operations.

8.3.2.9. Maintain equipment accountability.

8.3.2.10. Maintain a continuity binder containing (at a minimum):

8.3.2.10.1. This instruction.

8.3.2.10.2. Stage Operations AFE personnel roster.

8.3.2.10.3. AFI 11-301, Volumes 1 and 2, *Maintenance and Configuration Requirements for Mobility Air Forces Aircrew and Aircraft Installed Aircrew Life Support Equipment*, and AFI 11-301 Volume 1, AMC Supplement, *Aircrew Flight Equipment Program*, (may be filed digitally).

8.3.2.10.4. Trip reports from the stage locations (may be filed digitally).

8.3.2.10.5. Other additional information that may be pertinent.

8.3.2.11. Ensure inspection and maintenance of AFE is accomplished IAW technical orders, AFIs and local directives.

8.3.2.12. Establish and maintain operating instructions specific to each deployed location.

8.3.2.13. Contact the local AOR AFE Superintendent (AFES) within five duty days of arrival for any required information that may need to be included per SPINS.

8.3.2.14. Coordinate with operations (aircrew stage and maintenance) schedulers to support flying operations.

8.3.2.15. Ensure AFE section is manned to support daily operations. Aircrew should not have to call AFE personnel for assistance. If more personnel are required, contact AMC/A3TL at DSN 312-779-2776.

8.3.2.16. Ensure current file of regulations, instructions and technical orders are available for use (may be maintained electronically).

8.3.2.17. Ensure sufficient quantities of equipment are available to support mission requirements.

8.3.2.18. Coordinate with maintenance supervision to perform routine AFE inspection on transient aircraft-installed equipment.

8.3.2.19. Establish and/or maintain the Automated Life-sustaining Equipment Records and Tracking System (ALERTS) or local spreadsheet for AFE inspections to ensure that no discrepancies exist.

8.3.2.20. Maintain accurate and current records for all deployed AFE. Coordination

with home unit must be accomplished to ensure equipment inspections are tracked in a timely manner.

8.3.2.21. Perform mission termination inspections (MTI) at the end of each mission. Use approved home unit MTI form.

8.3.2.22. Perform a self-assessment inspection within the first 15 days of arrival at stage operating location. Keep all copies of the self-assessment on file for two years.

8.3.2.23. All deployed units will ensure all AFE related issues are channeled through the home station AFES, and forwarded as applicable to AMC/A3TL.

8.3.2.24. Utilize applicable cost per flying hour funds for AFE equipment or components as needed. Generally, the en route maintenance squadron can assist with ordering supplies.

8.3.2.25. Ensure sufficient quantities of equipment, parts, and supplies are on hand to meet mission requirements.

8.3.2.26. Ensure items listed in the logistics detail (LOGDET) match with items stored in mobility package and that shortfalls are on order to replenish the mobility bin.

8.3.2.27. Each deployed AFE section should deploy with, and maintain a 30-day contingent of supplies in the mobility package.

8.3.2.28. Perform 180-day inspection of mobility bin to ensure it is fully stocked.

8.3.2.29. Ensure aircrew/aircraft are properly supported at their location and up-channel problems to the en route chain of command as applicable.

8.3.2.30. Establish a memorandum of agreement for outside agency support (test, measurement, and diagnostic equipment, medical supply, etc.) with host wings to define roles and responsibilities. NCOIC will forecast, budget, and use highest priority allowed for supplies and will not rely on host wing AFE for parts unless supply difficulties exist.

#### 8.4. Combat Crew Communications

8.4.1. General. Aircrews operating from stage locations may require Combat Crew Communications (CCC) support to effectively execute both intra- and intertheater missions. CCC personnel should only be deployed to meet mission requirements for extended and sustained flying operations from the staging location.

8.4.2. CCC Responsibilities:

8.4.2.1. Support flying operations IAW theater directives. Timely, accurate communication codes and information will be used to safeguard aircrews, ensure mission success with proper COMSEC (communications security) material and equipment usage, handling and storage procedures.

8.4.2.2. Support IAW AFI 11-244, *Instructions for CCC*, and AMCI 10-450, *Support of Nuclear Planning and Operations*. All CCC personnel must possess special experience identifier 240, Combat Crew Comm.

8.4.2.3. Assemble communications kits and prepare communications briefings when required. A communications kit consists of required COMSEC and classified documents, support equipment (i.e., AN/CYZ-10, etc.), and FLIPs in support of the mission.

8.4.2.4. Issue and recover communications kits from aircrews and serve as the after-hours issue point.

8.4.2.5. Extract and issue Identification, Friend or Foe (IFF)/Selective Identification Feature (SIF) codes per applicable directives.

8.4.2.6. Assist in developing the communications portion of the Unit Mission Briefing (UMB) and Initial Sortie Study (ISS), and alert briefings, as required.

8.4.2.7. Maintain and issue current FLIPs.

8.4.3. CCC are tasked via the 6KNZ6 (2 x 3D0X3 with SEI 240 enlisted) UTC. If stage CCC personnel are employed, a 2 or 4-drawer safe (depending on the amount of classified material to be stored), classified shredder, SIPR, NIPR and Secure Terminal Equipment (STE) access will need to be provided.

SCOTT P. GOODWIN, Brig Gen, USAF  
Director of Operations

**Attachment 1****GLOSSARY OF REFERENCES, TERMS AND SUPPORTING INFORMATION*****References***

AFI 10-207, *Command Posts*, 4 April 2008

AFI 10-207, AMC Supplement, *Command Posts*, 1 February 2012

AFI 10-701, *Operations Security (OPSEC)*, 8 June 2011

AFI 11-202V3, *General Flight Rules*, 22 October 2010

AFI 11-244, *Instructions for Combat Crew Communications (FOUO)*, 23 May 2012

AFI 11-2MDS Series

AFI 11-301V1, *Aircrew Flight Equipment Program*, 25 February 2009

AFI 11-301V1, AMC Supplement, *Aircrew Flight Equipment (AFE) Program*, 23 February 2010

AFI 11-301V2, *Maintenance and Configuration Requirements for Mobility Air Forces (MAF) Aircrew and Aircraft-Installed Aircrew Life Support Equipment*, 1 May 2006

AFI 11-401, *Aviation Management*, 10 December 2010

AFI 14-2MDS Series Volume 3, *Unit Intelligence Procedures*

AFI 14-202V3, *General Intel Rules*, 10 March 2008

AFI 16-1301, *Survival, Evasion, Resistance and Escape (SERE) Program*, 6 September 2006

AFI 34-246, *Air Force Lodging Program*, 11 November 2007

AFI 90-1601, *Air Force Lessons Learned Program*, 22 September 2010

AFMAN 33-363, *Management of Records*, 1 March 2008

AFTTP 3-42.5, *Aeromedical Evacuation (AE)*, 1 November 2003

AMCI 10-202V4, *Expeditionary Air Mobility Support Operations*, 2 December 2009

AMCI 10-450, (S) *Support of Nuclear Planning and Operations*, 11 February 2011

AMCI 11-206, *Mobility Force Management*, 1 June 1999

AMCI 11-207, *Weapons and Tactics Program*, 7 October 2011

AMCI 11-208, *Tanker/Airlift Operations*, 1 June 2000

AMCI 90-903, *Aviation Operational Risk Management (AVORM) Program*, 5 November 2007

***Prescribed Forms***

None



*Adopted Forms**AF Form 847, Recommendation for Change of Publication**Abbreviations and Acronyms*

**618 AOC (TACC) - 618th Air and Space Operations Center (Tanker Airlift Control Center)**

**AAC – Aircrew Availability Chart**

**AAR - After Action Report**

**ACO - Airspace Coordination Order**

**ADCON - Administrative Control**

**AE - aeromedical evacuation**

**AECT - Aeromedical Evacuation Coordination Team**

**AEG - Air Expeditionary Group**

**AEOT - Aeromedical Evacuation Operations Team**

**AFE - Aircrew Flight Equipment**

**AFES - AFE Superintendent**

**AFMAN - Air Force Manual**

**AFRC - Air Force Reserve Command**

**AFRIMS - Air Force Records Information Management System**

**AFTRANS - Air Forces Transportation, or 18<sup>th</sup> AF**

**ALERTS - Automated Life-sustaining Equipment Records and Tracking System**

**AMOG - Air Mobility Operations Group**

**AMOW - Air Mobility Operations Wing**

**AMS - Air Mobility Squadron**

**ANG - Air National Guard**

**AOC - Air Operations Centers**

**AOR - Area of Responsibility**

**ARC - The Air Reserve Component**

**ATO - Air Tasking Order**

**BATS - Basic Aircrew Tactics Studies**

**BGAN - Broadband Global Area Network**

**BOS - Base Operating Support**

**C2 - Command and Control**

**CATS-MECOC - Combat Aircrew Tactics School-Mobility Electronic Combat Officer Course**

**CCATT - Crew and Critical Care Air Transport Team**

**CCC - Combat Crew Communications**

**CDD - Crew Duty Day**

**CIL - Critical Information Lists**

**COMSEC - Communications Security**

**CONOPS - Concepts of Operations**

**CPs/AMCCs - Command Posts/Air Mobility Control Centers**

**CR - Contingency Response (CR) force**

**CRG/CRE/CRT - Contingency Response Group, Element or Team**

**DEPORD - Deployment Order**

**DNIF - Duties Not Involving Flying**

**DSM - Duty Stage Manager**

**DTB - Digital Tactics Binder**

**EAMS - Expeditionary Air Mobility Squadron**

**ECS - Expeditionary Combat Support**

**EIM - Enterprise Information Management**

**EOSS - Expeditionary Operations Support Squadron**

**FAA - Federal Aviation Regulations**

**FAM - Functional Area Manager**

**FDP - Flight Duty Period**

**FIFO - First In, First Out**

**FLIP - Flight Information Publications**

**FSC - Flying Status Code**

**FSRT - Firm Scheduled Return Time**

**GDSS - Global Decision Support System**

**HHQ - higher headquarters**

**ICAO - International Civil Aviation Organization**

**IFF - Identification, Friend or Foe**

**IFM - Integrated Flight Manager**  
**INFOSEC – Information Security**  
**ISS - Initial Sortie Study**  
**LFA - Legal for Alert**  
**LFB - Legal for Bravo**  
**LOGDET - logistics detail**  
**LZ - Landing Zone**  
**MDS - Mission Design Series**  
**MEP - Mission Essential Personnel**  
**MIRD - Mobility Air Force Intelligence Reporting Directive**  
**MTI - mission termination inspections**  
**NGB - National Guard Bureau**  
**NOTAMS - Notices to Airmen**  
**OFDA - Operational Flying Duty Accumulation**  
**OPCON - operational control**  
**OPORD - operational order**  
**OPR - Office of Primary Responsibility**  
**OPSEC - Operations Security**  
**ORM - Operational Risk Management**  
**PERSCO - Personnel Support for Contingency Operations**  
**RAD - Risk Assessment Database**  
**RDS - Records Disposition Schedule**  
**SARPs - Standard and Recommended Practices**  
**SERE - Survival, Evasion, Resistance, And Escape**  
**SIF - Selective Identification Feature**  
**SIO - Senior Intelligence Officer**  
**SITREP - Situation Reports**  
**SPINS - Special Instructions**  
**SRT - Scheduled Return Time**  
**SSM - Senior Stage Manager**  
**STE - Secure Terminal Equipment**

**TACC - Tanker/Airlift Control Center**

**TERPS - Terminal Instrument Procedures**

**TTP - Tactics, Techniques, and Procedures**

**UMB - Unit Mission Briefing**

**UPAM - Unit Program Account Manager**

**USTRANSCOM - United States Transportation Command**

**UTC - Unit Type Code**

**WO - Weapons Officer**

**WX - Weather**

**XOB - Mobility Management Directorate**

**XOC - Command and Control Directorate**

**XOO - Current Operations Directorate**

**XOP - Global Readiness Directorate**

**XOZ – TACC Senior**

### ***Terms***

**Aircrew Availability Chart (AAC)** – The AAC depicts aircrew availability to ensure effective crew utilization. If used properly, the visual/graphical depiction will help to identify inefficiencies, gaps, or mistakes when scheduling stage aircrews (See Attachment 2).

**Bravo Alert** – an increased readiness posture. An aircraft or aircrew capable of launching IAW the associated AFI 11-2MDS series V3. Crew members are given 12 hours of pre-standby crew rest. Crews are legal for alert after pre-standby crew rest. Pre-flight duties, if required, interrupt crew rest. A crew will not stay on Bravo standby duty for more than 48 hours. After 48 hours, the crew must be launched, released, or entered into pre-departure crew rest.

**Charlie Alert** – this is the lowest readiness posture. An identified aircrew capable of entering crew rest IAW the associated AFI 11-2MDS series V3. Charlie alert will not exceed 72 hours. If retained for a 72-hour period, crew members will be released for 12 hours before resuming Charlie standby force duty, entering crew rest for mission, or entering the 12 hours of pre-standby crew rest for Bravo standby force duty.

**Closed Loop System** – locations served by extended SRT aircrews. The closed loop system is primarily intratheater in nature encompassing multimodal/strategic transload operations or Expeditionary Airlift Squadron/Theater Direct Delivery missions.

**Crew Duty Time (CDT)** – period of time an aircrew may perform combined ground/flight duties. Plan the mission so aircrew members may complete post-mission duties within maximum CDT. See AFI 11-2MDS series V3 for maximum times.

**Firm Scheduled Return Time (FSRT)** – for active duty stage crews is SRT plus 48 hours. FSRT for ANG and AFRC not on long term military personnel appropriation (MPA) orders is defined as SRT plus 24 hours.

**Flight Duty Period (FDP)** – time period between mission reporting and final aircraft shutdown. See AFI 11-2MDS series V3 for maximum times.

**Green Crews** – home station originating aircrews, bound for the en route system, under the mission execution/command and control of 618 AOC (TACC). These aircrews are not assigned to the Expeditionary Airlift Squadrons. These crews are on variable SRTs and primarily perform intertheater airlift in the open loop system.

**Latest Allowable Alert Time** – for all missions is six hours after the expected alert time. This is referred to as “burning the crew” or “burning the crew in the window.” If circumstances warrant, the Aircraft Commander may extend the window to eight hours. If the crew is traveling as passengers (not on flight orders, aka: deadheading), the aircraft commander can further extend the window to a total of 12 hours. C2 agencies are not permitted to ask/encourage the aircraft commander to agree to this extension.

**Legal for Alert (LFA)** – all aspects of an upcoming mission (i.e. aircrew, aircraft, receiver, maintenance, cargo, weather, diplomatic clearance, etc.) are or will be ready for a scheduled launch and the crew has been notified. The LFA is based on scheduled alert time and is different for each MDS. Refer to AFI 11-2MDS series for specific times.

**Open Loop System** – traditional intertheater airlift operations, originating from the Continental U.S. (CONUS), flying through an en route stage location before returning to CONUS. Open loop system is primarily intertheater in nature.

**Scheduled Return Time (SRT)** – calculated based on initial Zulu-day departure from home station. Reference OPOD guidance.

**Seed crew calculation** – a method for determining the appropriate number of seed crews is to multiply the anticipated missions per day by a numerical factor based on historical crew utilization. The most commonly used factors are 0.6, 0.7, and 0.8. The 0.6 factor has been used during times of stable, predictable mission flow. The 0.7 factor is commonly used to account for minor or temporary flow disruptions. Use a factor of 0.8 for large, variable mission flows or when missions routinely require augmentation or maximum crew duty days. If the result is a decimal, always round up.

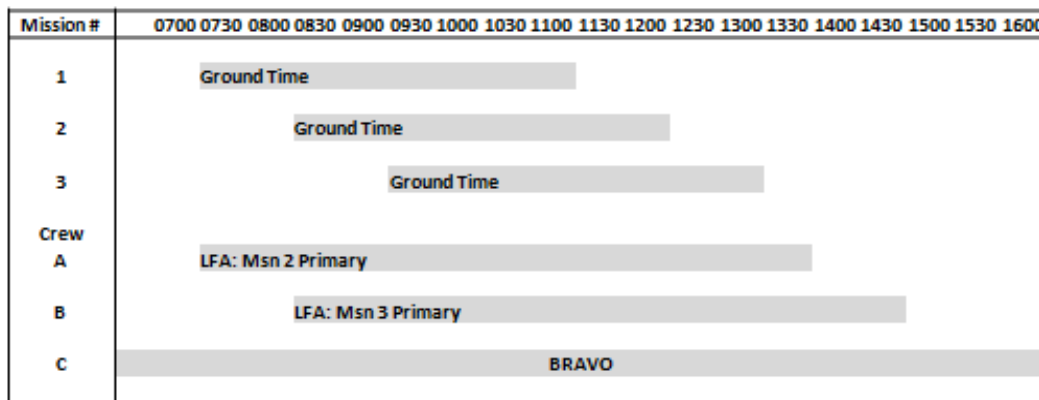
**Seed Crews** – prepositioned stage aircrews. To calculate the stage seed, subtract total aircrews from number of aircraft assigned to the operating location (results in greater than a 1:1 crew to tail ratio). The seed is established by 618 AOC/XOB in coordination with the 618 AOC planning directorates and 618 AOC Stage Management.

**Tan Crews** – deployed Expeditionary Airlift Squadron aircrews; typically deployed performing intratheater airlift/theater direct delivery.

## Attachment 2

### AIRCREW AVAILABILITY CHART

**Figure A2.1. Sample Aircrew Availability Chart**



**Note 1.** Attempt to have more than one crew LFA for every mission, provided the airflow supports such a posture. For example, “Crew A” is primary for Mission 2 and back-up for mission Mission 1; “Crew B” is primary for Mission 3 and back-up for Mission 2. To accomplish this, you may not want to set a crew's LFA time so as to cover only its primary mission. Overlapping alert windows is an efficient way to set up any stage, given reasonably reliable flow information.

**Note 2.** Without accurate information, you will find that you must match crews to the missions you think are reliable and then schedule an even spread of crews throughout the day, with as many LFA at all times as possible. This may result in deviations to your FIFO strategy. Consider the use of Bravo crews (“Crew C”) to cover unstable mission flow, gaps in crew availability, or unsuitable circadian rhythms.

### Attachment 3

## SAMPLE STAGE MANAGER'S SETUP CHECKLIST

### Figure A3.1. Sample Stage Manager's Setup Checklist

### Stage Manager's Setup Checklist

**Location:**

Senior AMC Representative	_____	Phone #	_____
Host Unit/CR Arrival Contact	_____		_____
Facilities Contact	_____		_____
Transportation Contact	_____		_____
Aircraft Maintenance Contact	_____		_____
Command Post Contact	_____		_____

**Facilities:**

☐ **Billeting** \_\_\_\_\_ Phone# \_\_\_\_\_

- Stage Mgrs, Intel, Tactics, AFE, Crew Comm, Aircrew

☐ **Medical** \_\_\_\_\_ Phone# \_\_\_\_\_

- Nearest Flight Medicine Servicing Unit, Emergency Care

☐ **Messing** \_\_\_\_\_ Phone# \_\_\_\_\_

- Hours \_\_\_\_\_
- In-Flight Meals? \_\_\_\_\_

☐ **Work Space:**

- Location \_\_\_\_\_
- Building/Rooms Available \_\_\_\_\_
  - Aircrew Stage Managers Phone# \_\_\_\_\_
  - Intel/Tactics/Crew Comm Phone# \_\_\_\_\_
    - Secure briefing area/storage
  - Aircrew Flight Equipment Phone# \_\_\_\_\_
  - Aircrew Mission Planning/Briefing Phone# \_\_\_\_\_
    - Computer/NIPR Access and Printer
    - Giant Report, Airfield Diagram, SDP, Departure and Obstacle Data, FLIP
    - Local Flight Plan Filing (Process/Restrictions?)

☐ **Aircrew Storage:**

- Location \_\_\_\_\_
  - Pro-Gear/Mobility Bags
  - NVGs
  - Weapons
  - Classified

**Transportation:**

☐ Stage Management Personnel

☐ Aircrew

**Communications:**

☐ Computers, NIPR/SIPR Access, High Speed Printer/Copier/Scanner

☐ Phone Numbers: Commercial \_\_\_\_\_ DSN \_\_\_\_\_

STE/VOSIP \_\_\_\_\_

Fax \_\_\_\_\_

☐ E-Mail \_\_\_\_\_

☐ Pass Contact Information to 618 AOC Stage Management (Commercial 618-229-0390/DSN 779\*)

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Stage Aircrew:☐ Develop Aircrew In & Out-Processing SOEs☐ Develop Aircrew Stage Brochure☐ Seed Crew Arrival Information

• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____
• Acft CC _____	SRT _____	LFA/B _____	Z Contact # _____

Aircraft:

• Tail # _____	Parking Spot _____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____
• Tail # _____	_____

Points of Contact:


<input type="checkbox"/> HQ AMC/A3MG	Commercial: 618-229-3502/1270	DSN: 312-779-3502/1270
<input type="checkbox"/> 618 AOC Stage Mgmt	618-229-0390	312-779-0390
<input type="checkbox"/> 618 AOC IFMs	618-229-0301	312-779-0301
<input type="checkbox"/> 618 AOC Des	618-229-0320	312-779-0320
<input type="checkbox"/> 618 AOC (TACC)	1-800-AIR-MOBL / 1-800-247-6625	
<input type="checkbox"/> Local C2 Agency	_____	_____
<input type="checkbox"/> Intel	_____	_____
<input type="checkbox"/> Tactics	_____	_____
<input type="checkbox"/> AFE	_____	_____
<input type="checkbox"/> Combat Crew Comm	_____	_____



## Attachment 4

## SAMPLE AIRCREW IN/OUT-PROCESSING CHECKLIST

Figure A4.1. Sample Aircrew In/Out-Processing Checklist


<b>ETAR C-17 Stage Aircrew Processing Checklist</b>	
<b>INBOUND:</b>	
AC _____	SRT _____ H/S Departure _____
Rank, Name, (BASE)	
Arrival: Tail # _____	Day _____ / Time _____ Z Parking Spot _____
Alpha status-Write-up: _____	
<input type="checkbox"/> Time Entered Stage: _____ / _____ (Julian date / Zulu time)	<input type="checkbox"/> Wing / Squadron: _____ / _____
<input type="checkbox"/> ____ day/____ Z, LFA / CHARLIE / BRAVO _____	<input type="checkbox"/> Number of crew members _____
<input type="checkbox"/> ____ day/____ Z, LFA / CHARLIE / BRAVO _____	<input type="checkbox"/> Down Range YES NO
<input type="checkbox"/> ____ day/____ Z, LFA / CHARLIE / BRAVO _____	<input type="checkbox"/> Combat Basic YES NO
<input type="checkbox"/> ____ day/____ Z, LFA / CHARLIE / BRAVO _____	<input type="checkbox"/> Collect Flight Orders (if necessary)
<input type="checkbox"/> Cell: Phone _____ Number _____	<input type="checkbox"/> A/R Augmented YES NO
<input type="checkbox"/> Hotel/Billeting Info: _____ / _____	<input type="checkbox"/> Update Stage Report _____ (initials)
	<input type="checkbox"/> Checklist Completed by _____ (initials)
	<input type="checkbox"/> Give Aircrew Stage Brochure
	<input type="checkbox"/> 56/7 Hours _____
	<input type="checkbox"/> 30/60/90 Hours _____
<b>OUTBOUND:</b>	
<b>Prior to alert:</b>	
<input type="checkbox"/> Positive Alert Request input (GDSS) _____ (initials)	
<input type="checkbox"/> Call TACC / Confirm Positive Alert: _____ (TACC Name)	
<input type="checkbox"/> Update SOE	
<b>Alerting the Crew:</b>	
<input type="checkbox"/> Official Alert (Date/Time): _____ Z	<input type="checkbox"/> DESTs: _____ (OPSEC)
<input type="checkbox"/> T/ O Time (Date/Time): _____ Z	<input type="checkbox"/> Notify MOC _____ (Name)
<input type="checkbox"/> Mission Number: _____	<input type="checkbox"/> Alert Crew
<input type="checkbox"/> Tail #: _____	<input type="checkbox"/> Call for Bus: _____ Z (Trans initials)
<input type="checkbox"/> MX Status: _____	<input type="checkbox"/> Call Tactics and Intel 480-5771
<input type="checkbox"/> Parking Spot: _____	<input type="checkbox"/> Ensure form 59 (GDSS) Denotes Correct Crew
<input type="checkbox"/> Fuel: _____	<input type="checkbox"/> Print IFM Package _____ (Time Printed)
	<input type="checkbox"/> Update SOE
<b>Crew Arrival:</b>	
<input type="checkbox"/> Crew show time at stage: _____ Z	<input type="checkbox"/> Give ORM and Stage feedback forms
<input type="checkbox"/> Collect cell phone	<input type="checkbox"/> Collect completed ORM (Score _____)
	<input type="checkbox"/> Update SOE
<b>After Departure:</b>	
<input type="checkbox"/> Takeoff Time: _____ Z	<input type="checkbox"/> Update Ground Times Spreadsheet
<input type="checkbox"/> Cargo _____ / Pax: _____	<input type="checkbox"/> File this Checklist

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## Attachment 5

## SAMPLE AIRCREW STAGE BROCHURE

Figure A5.1. Sample Aircrew Stage Brochure

 <p><b>SAMPLE</b></p> <p><b>C-17 STAGE AIRCREW BROCHURE</b></p> <p>A/C Name: _____</p> <p>WG/SQ: _____</p> <p>C-17 STAGE: DSN 479-4371/4372 06371-46-4371/4372 (OFF BASE) LOCAL TIME = Z+1</p> <div style="border: 1px solid black; padding: 5px;"> <p><b><u>ALERT INFORMATION</u></b></p> <p>Hotel: _____</p> <p>LFA _____ at _____ Z</p> <p>LFB _____ at _____ Z</p> <p>ANTICIPATED ALERT _____ Z</p> <p>CHARLIE</p> <p>EXPECTED ITINERARY _____</p> </div>	<p><b>Welcome to Ramstein AB and AMC's finest C-17 Stage Operation!</b> Our mission is to support America's contingency airlift flow. The Ramstein C-17 Stage's top priority is <b>safe mission execution</b>. The Stage Managers are here to support your mission needs. We have tremendous pride in providing world-class combat mission support. Please provide any feedback or suggestions that will enable us to serve you better. <i>Enjoy your stay and FLY SAFELY!</i></p> <hr/> <p><b><u>Bravo Alert Status</u></b></p> <p>With few exceptions, crews will be set legal for Alert (LFA), or placed in Charlie status as per 11-2C-17V3; once contacted, crews in Charlie will have up to 2 hours to enter crew rest and will be LFA 12 hours after entering crew rest. However, if it takes the stage 2 hours for the Stage to get in touch with the crew then your 12 hours begins immediately. There are times when the mission dictates that crews will be set-up in Bravo either against Stage flow or as a stage backup. These Bravos follow 11-2C-17V3 guidance for up to 48 hours. The intent is not for us to hold you for 48 hours, but there may be a need to keep you that long. This policy may be amended by specific CONOPS for a given operation.</p> <p><b><u>Aircraft Commanders or Acting Commanders in training should be the ONLY one calling for updates. Calls should be limited to one or two calls per day.</u></b></p> <p><b><u>C-17 Stage Policy</u></b></p> <p>Our mission is to expedite your entry into crew rest, set up aircrews against missions, and provide current intelligence and tactics. Once the crew steps to the aircraft, you are in the <u>execution</u> phase and AMCC is the command and control authority! When requesting a service from anyone in the stage, ask yourself if you are contacting the person agency that makes the decision or are you contacting someone who is just going to relay information (middle man). This applies to both out at the jet and during your personal time. Due to the current ops tempo, we cannot coordinate crew events or travel during crew rest periods.</p>
--	--

**Crew Transportation**

- If the crew bus is late by more than 10 minutes, contact C-17 Stage. Please provide feedback to stage on nature of support received.
- C-17 Stage will arrange a bus to take you to billeting. Once delivered to your hotel and prior to alert, transportation will only be provided on a space/time available basis, for official business only initiated by the crew calling directly to transportation themselves.
- Meal Stops during the crew alert sequence:
  - Daytime-- Trans will only take you to the Commissary
  - Nighttime-- The only stop available is the 24hr Shoppette

**Billeting**

Billeting will ONLY be arranged through C-17 Stage. Aircrews WILL NOT contact billeting directly for rooms, unless billeting hotel is kicking you out of the room that the Stage arranged.

- All personnel will be billeted in the following order: Prime Knight, contract hotels. Aircrews may be required to double up based on room availability.
- You must check out every time you go fly. Do not keep your room keys. You will be reassigned billeting after each mission.
- Wireless internet is available in all rooms in the KMCC. At other locations check with billeting.
- If you move billeting locations for any reason, call the C-17 Stage and update your location, otherwise the bus will show at the wrong location at your next alert.

**Crews going to AL UDEID/MANAS**

All crews must comply with the new uniform policy at Al Udeid. Reference CENTAF CC letter located at the UCC.

- Take NVGs with you as needed (Al Udeid/Manas have limited supply)
- Desert uniforms and PT gear are the only acceptable attire allowed.
- PT gear will be official issue Air Force PT gear for Manas. However, transient aircrews at Manas have been given some leniency. All ground personnel are required to comply. Air Force PT gear must be worn in the gym at Al Udeid. Don't forget your reflective vest which is required.
- No flip flops/sandals except to and from the showers at Al Udeid.

**Sequence of Events for C-17 Alerts****5+45 Sequence for bus to and from ETAD****3+45 Normal Crew Alert: Both East and Westbound**

- C-17 Stage will alert you on your cell phone or via hotel room if you do not have a cell phone. **DO NOT MAKE YOUR OWN TRANSPORTATION REQUESTS.**
- You **MUST** check out of billeting and take all bags with you.

**3+15 Board crew bus**

- The crew bus will take the crew for one food stop, the armory and then to the jet to drop off personnel bags then to AMCC.
  - Daytime-- Trans will only take you to the Commissary
  - Nighttime-- The only stop available is the 24hr Shoppette

- The flight-line shuttle bus will take you from AMCC to the jet with your pro gear after the crew briefing. (SHUTTLE BUS RUNS FROM 0600Z-1800Z) Keep your bus if outside the flight-line shuttle hours.

**2+45 Crew Show at C-17 Stage**

- Aircraft Commander: Turn in cell phone. Ensure phone is turned off!
- Pick up IFM package
- Turn in ORM and Stage Feedback forms

**2+10: Intel/Tactics****1+30: Aircraft**

- Entire Crew must be at the aircraft at this time.

**0+20: Block Out****Medical & Dental Information****RAMSTEIN CLINIC (DSN 479-2250 or 2282 Comm 06371462250)**

- Press option #1, then press #2
- Call the C-17 Stage and we will assist you with the flight surgeon 24/7. If you are told to wait for sick call, phone C-17 Stage immediately
- Sick call hours: 0700-0730 & 1300-1330 M-F ONLY. Located by bowling alley. After hour use on-call flight surgeon number below.
- Ramstein does not have an Emergency Room.
- If a crewmember needs to go to the clinic, they will have to fill out two short forms to be entered into the system.
- On-Call Fr Doc: 01714831492
- Except for emergencies, contact the flight surgeon first.
- The stage requires a copy of the 1042 showing the DNIF crewmember both for going DNIF and getting off DNIF.

**AFTER HOURS CARE**

- If after hours, have the Stage/AMCC and be patched to the command post to get a hold of the on-call flight doc.
- If it is an emergency, go to the Emergency Room located in Landstuhl.
- Keep all receipts and take them to the Resource Management Office at your home station Medical Treatment Facility to be reimbursed for pharmacy costs.

Except for emergencies, contact the flight surgeon first.

- **IF YOU SEE ANY MEDICAL SERVICE PROVIDER, ON OR OFF BASE, YOU ARE AUTOMATICALLY DNIF UNTIL CLEARED BY THE FLIGHT SURGEON!**

**DENTAL SERVICES**

Contact the Dental Clinic at 479-2210 for dental appointments. Sick Call is 0730/1230 and is made by appointment.

**Mishap Reporting Procedure**

1. Ensure personal safety and evacuate if necessary
2. Contact emergency personnel
3. Contact host base Air Force safety (if applicable)
4. Don't move aircraft unless required
5. Pull CVR CB - EPC L C51
6. Pull SFDR CB - EPCR T20
7. Secure aircraft maintenance forms
8. Get crew info - Fill out Form 97 (give copy to Safety and Stage personnel)
9. Be prepared for toxicology testing
10. Wait for Air Force Safety personnel
11. Contact C-17 Stage
12. Contact Home Squadron leadership

**OPSEC**

Please be advised...

(1) We CANNOT give ICAO information over the phone (OPSEC)!

(2) Cell phones are now receive only. All calls to the stage will have to be from your own method and any expenses claimed on your travel vouchers as Aircraft Commander necessity.

**Important Note:** If there is no money on the phone and you travel outside of Germany the phone will not accept any calls. This is because the prepaid phones go into Roam when outside Germany. This Roam actually costs a small amount to receive a call. So, if you plan to travel outside of Germany - put minutes on the phone or you might miss a setup for a mission and otherwise highlight yourself.



**Phone Instructions**

From base phone to DSN States:	312 + 7-digit number (Class A line)
From Ramstein (off base) to base:	06371- 47+ 4 - digit Ext. (479 numbers) 06371- 46 + 4 digit Ext.
From states to Ramstein (DSN):	314 + 479 or 480 + 4 - digit Ext.
From states to Ramstein (Comm):	011-49-6371-47-XXXX (479 numbers 011-49-6371-46-XXXX)
From base phone to cell phone:	99 + 4- digit area code + 7 or 8-digit number

NAME	OFFICE	CELLPHONE
C-17 Stage	479-4371/4372	
721 APS C-17/FCC	479-4383/4384	0180-9040-8386
Flight Surgeon	479-2250	
C-17 Intel	480-5771	(D)0175-5225-3827 (N)0175-52253828
C-17 Life Support	480-1187	(D)0180-9085-2905 (N)0175-185-9111
Raven Manager	479-4553	0171-9040-4554
SENE Instructor	479-4380	0180-9040-8383
C-17 Tactics	480-3443	
AMCC	479-4120/4122	
ARMORY	480-3916	
ATOC	479-4405	
Billeting - Prime Knight	480-4900/4988	06371474988
Billeting - Hotel America	06371-48810	
Billeting - Hotel Christine	06371-9020	
Billeting - Hotel Europa	06371-98550	
Billeting - Sembach	480-5238	
ETAK Operator	480-1110	
Pax Terminal	479-4440	
Transportation	480-5981	
Taxis (Commercial)		06371-50510

**Eating Facilities**

NAME	OPERATING HOURS	
Dining Facility 480-3414	Every day	0600-0800 1030-1300 1400- 1830 2300-0030
Bowling Alley 480-5547	Mon-Thur Fri Sat Sun	0830-2100 0830-2200 1100-2200 1200-2100
Burger King	Every Day Fri - Sat	0600-2200 Drive Thru 24 hrs
Chili's 480-5258	Mon - Wed Thur - Sun	1100-2100 1100-2200
Commissary	Mon - Sat Sun	0900-2100 0900-2000
Commissary "Pasta Bar"		Closed
Doner/Anthony's Pizza	Every Day	1030-2100
Popeye's Chicken	Mon - Fri Sat - Sun	0630-2130 1030-2130
Shoppette (Subway)	Mon - Sat Sun	0900-2200 1000-2000
Pizza Galleria (Community Center)	Mon - Sat Sun	1100-2100 1600-2100
KMCC BX Store Hours and Shops	Mon - Sun	0900-2100
KMCC Food Court	Mon - Sun	1100-2100
Cinnabun	Mon - Sun	0700-2100
KMCC Shopette	Mon - Sun	0700-2200
KMCC German Bakery	Mon - Sun	0700-2100
KMCC Macaroni Grill 478-2802	Sun - Thu Fri - Sat	1100-2100 1100-2200
KMCC Sports Bar	Mon - Sun	1100 - 0100

### Figure A6.1. Operating Location Stage Report Template

[illegible]